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  - Through the phone (*Please mute your computer speakers)
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- **Q&A session**
  - Will be held at the end of the presentation
  - Written questions are encouraged throughout the presentation
    - To submit a question, type it into the Chat Area and send it at any time during the presentation

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AHA CENTER FOR HEALTH INNOVATION

Upcoming Team Training Events

New! TeamSTEPPS for Change Leaders and Champions Online Course

Over a 7-week period, this course will introduce participants to the TeamSTEPPS framework and tools and how to effectively manage change, build team resilience and integrate teamwork practices into existing workflows and organizational initiatives. Register today – limited spaces left!

Webinar

October 14, 2020 | 1:00 – 2:00 PM ET

Register for the webinar *Obstetrics Team-Based Approaches Improve Value.*

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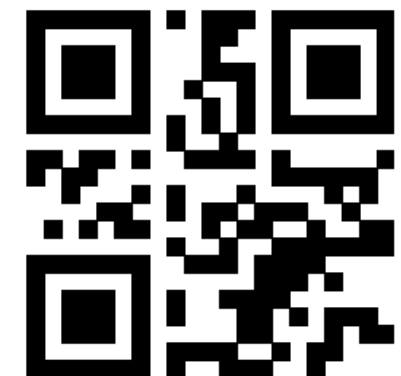
Today's Presenter

Sanne Holbrook Henninger, MSW, LCSW, Ed D

Patient Experience Director Duke Private Diagnostic Clinics

Sanne.Henninger@duke.edu

Today's Objectives

Participants will…

Identify specific skills to strengthen teamwork in order to withstand change and heightened stress

Use a tool to evaluate the health and resilience of a team

Design broad and customized interventions to the specific needs of a clinical area

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Quality and Safety Duke PDC

WHY

Quality and Safety Culture

Patient Outcomes

Patient Safety

Patient Experience
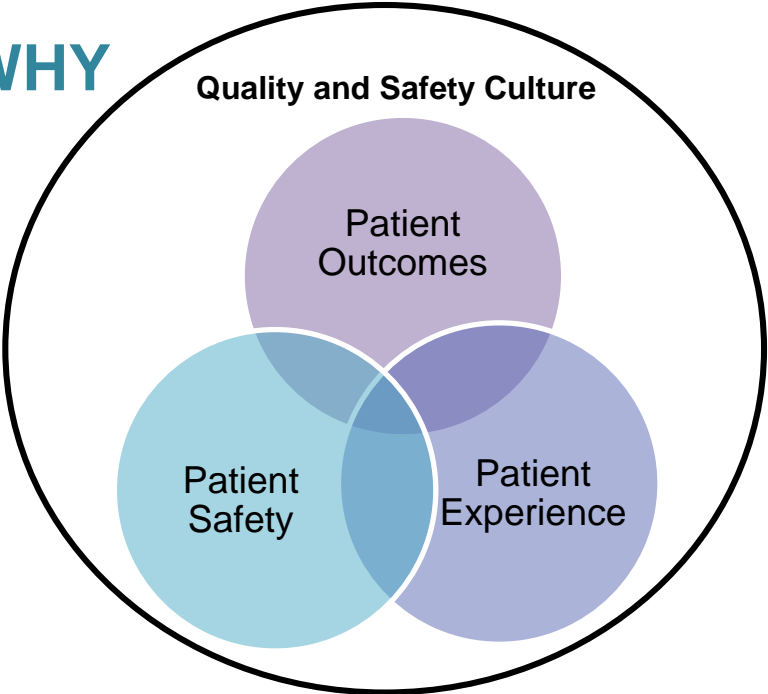
| Strive for a consistent experience |

WHAT

| Foster effective communication |

| Show patients we care |

| Listen to our patients |

| Research and develop new ideas |

It all starts here

| Build Safety Culture |

- Standard Communication (TeamSTEPPS)

- Team Values, Support and Interpersonal Skills

- Leader Alignment to a known mission

- Leadership Support and Rounding for Performance and Resilience

- Recognition and Rewards

- Real-time measurement and problem solving (DQS)

- Psychological Safety for Staff Engagement

Patient Experience Safety Culture Model

HOW

| Education | Resources | Coaching | Entity Initiatives | Leadership Support |

Welcome

These are difficult times

Purpose:

To support healthcare leaders in building team strength

in the face of extreme stress

by providing support, guidelines, activities and resources.

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High Stress Teams and Safety Culture

The Joint Commission measures teamwork communication and resilience as related to sentinel events. Safety and quality of patient care is dependent on resilience, teamwork, communication and a collaborative work environment.

Physician and Clinical staff relations=

#1 predictor of clinical outcomes

Difficulties Speaking Up=

#1 predictor of clinical outcomes

Stress impairs our brains= Poor responses to one another, reduced capacity for decision-making

#1 source of conflict= Disagreements around tasks and roles between nurse and provider

⁴ Sexton JB, Grillo S, Fullwood C, Pronovost PJ. Chapter Two: Assessing and improving safety culture. In: Frankel A, Leonard M, Simmonds T, Haraden C, Vega KB, eds. *The Essential Guide for Patient Safety Officers.* Chicago, IL: Joint Commission Resources with the Institute for Healthcare Improvement, 2009:11-20.

RESEARCH ARTICLE
Workplace interpersonal conflicts among the healthcare workers: Retrospective exploration from the institutional incident reporting system of a university-affiliated medical center

Jih-Shuin Jerng[1,2], Szu-Fen Huang[1,3], Huey-Wen Liang[1,4], Li-Chin Chen[1], Chia-Kuei Lin[1], Hsiao-Fang Huang[1], Ming-Yuan Hsieh[1], Jui-Sheng Sun[1,5,6]

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The first step

Assessment – getting organized using scientific thinking

A3 METHODOLOGY

Clarify the Problem	Analyze Root Cause	Monitor Results
Problem Statement:		
Breakdown of Problem		Standardize and Share
	Develop Interventions	
Set the Target	Implement Interventions	
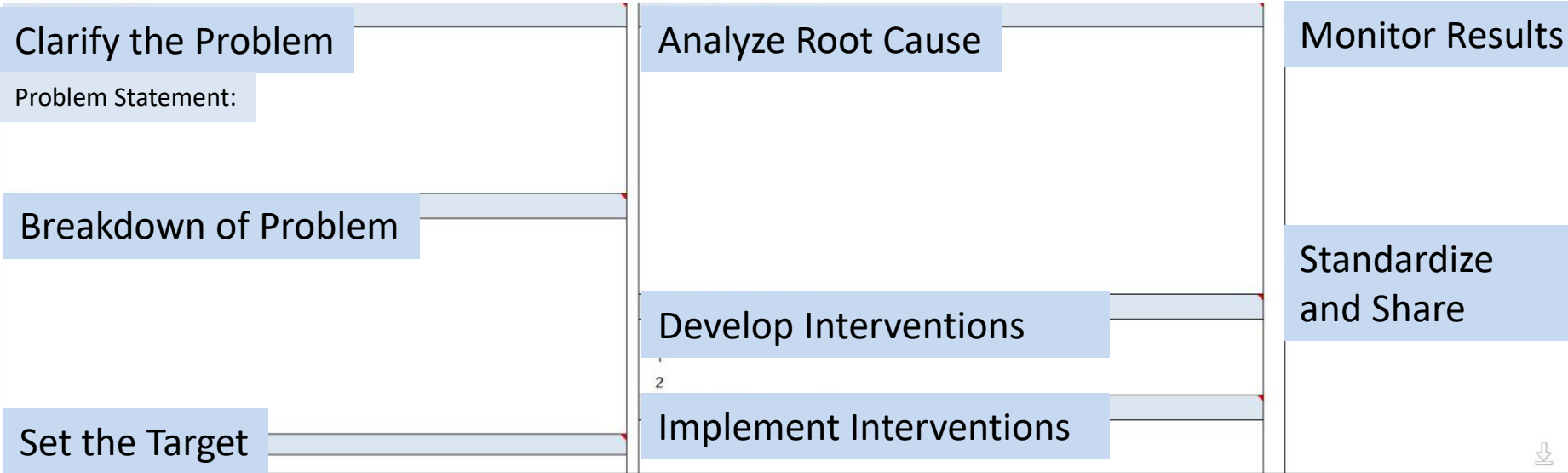
VARIATION ON A3 METHODOLOGY FOR CULTURE CHANGE

Problem	Root Cause	Target Goal	Action Plan

PLAN — Assess current level of cognitive assessment on admission to hospice.

DO — Identify preferred tool for use in hospice setting and embed it in admission process. Assess ease-of-use and usability of tool.

ACT — Review implemented changes and make further changes to improve sustainability.

STUDY — Re-audit rates of both cognitive assessment being considered, and use of our chosen tool.

The first step
Assessment – what are we looking for?

What do we assess for culture, resilience and the psychological safety needs of our teams?

Team Domain (what we want)	Assessment (where we are)
Psychological Safety	
Sharing and Communication	
Team Behavior Values	
Role Clarity	
Team Support and Cohesion	
Conflict	
Accountability/Trust	
United leaders	
Team Coping	
Engagement	

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What Psychological Safety looks like

Safe Environments Looks like This...

- Leaders show a united front and are consistent
- Communication is well structured, organized and clear
- Roles are clear
- Team members know when and how to help one another
- Questions and ideas are welcomed
- Presentation of ideas is respectful
- Leaders coach good behaviors
- Team Values are a commitment for all team members
- Employees are held accountable to good behaviors

Unsafe Environments Look like This...

- Staff or provider chronically or acutely rude
- A group of employees is unfriendly and not inclusive of one or more employees
- A staff member(s) chronically complains
- Excessive and chronic change or stress
- A relationship event happened with inappropriate behaviors evident to the whole clinic
- Long-standing toxic culture for complex reasons
- Gossip
- Blame
- Fear of bringing conflict or errors to the team
- Concern about looking bad when asking questions
- Fear of telling a leader about another employees ugly behavior

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The first step
Assessment – *Ask the right questions*

Team Domain (what we wa...	
Psychological Safety	
Sharing and Communica...	
Team Behavior Values	
Role Clarity	
Team Support and Cohes...	
Conflict	
Accountability/Trust	
United leaders	
Team Coping	
Engagement	

Does the team generally display good coping skills?

Does the team foster an atmosphere of open communication with comfort in speaking up?

Do we have the right kind of meetings?

Are communication tools used or needed? SBAR, checklists

Does the team use respectful language, easily participate in conversations and manage conflict effectively?

Do staff feel as though others are equally held accountable?

Are there significant relationship issues between co-workers influencing team morale?

Are there other communication breakdowns that need addressing?

Do team members know how to manage conflict?

Do we as a leadership team show a united front?

Are team members clear on their role in the team's success?

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The first step
Assessment – how do we find it?

- Leaders should discuss perceptions and observations related to key team questions; narrow down focus to high impact areas for improvement
- Round on employees with targeted questions related to those identified high impact areas
- Observe
- Use team meeting techniques
  - Place people in pairs to discuss targeted questions
  - Ask members to anonymously write answers on pieces of paper that you collect and read out loud
- Create mini-surveys
  - Use readiness or culture questions for mini-surveys
  - Use TeamSTEPPS communication assessment
  - Refer to Change Readiness assessments

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Case Study

A high volume clinic is struggling with low team morale. The manager and medical director serve other areas and are often off-site, there is a new nurse manager (also new to the organization), COVID stressors continue as well as daily changes of processes and there has been two recent visible conflicts: 1) between two nurses and 2) between a provider and nurse.

What do we do?

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Make a problem list

1. Lack of leadership on-site
2. Employees stress
3. Communication issues
4. Conflict
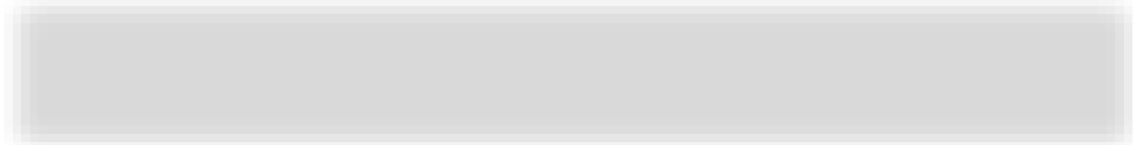5. Role clarity

Problems are not stop signs, they are guidelines.

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Ask the right questions

1. **Lack of leadership on-site**
2. **Employees stress**
3. **Communication issues**
4. **Conflict**
5. **Role clarity**

- How does our absence impact our team?
- Does the team foster an atmosphere of open communication with comfort in speaking up?
- Do we have the right kind of meetings?
- Are there other communication breakdowns that need addressing?
- Do team members know how to manage conflict?
- Do we as a leadership team show a united front?
- Are team members clear on their role in the team's success?

Organize causes, impact and goals

Problem	Causes and impact	Goals
Lack of leadership on-site	Leaders support multiple service areas. Team having to respond to urgent issues, manage conflict, find answers without enough support	Leadership more available but in creative ways. Regular, predictable times, alternate availability with other leaders
Employees stress	Related to COVID, constant change and not enough time to process, learn and grow	Resilient team with coping strategies as individuals and as a team. Offer resources, encourage team support, ask for ideas on efficiency
Communication issues	Communication breakdowns due to new processes	Streamlined communication with relevant tools and the right meetings
Conflict	Stress contributing to poor behaviors, interpersonal skills are lacking and there is not conflict management protocol	Conflict often prevented, strong interpersonal skills, conflict protocol and values
Role clarity	Changed processes, no debriefs or collaboration to review changes	Team is clear on roles and helpful to one another, team understands the stressors and needs of other professions

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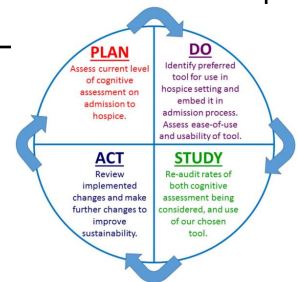
Tools for Building Strength in Teams

1. **Leadership Foundations**
   a) Leadership Alignment and Assessment
   b) Building Psychological Safety
   c) Rounding
   d) Leading Change

2. **Team Strengtheners**
   a) Structures for Communication
      i. Coordination of Professions/Roles
      ii. Meeting Structures
      iii. Task Assistance

b) Team Values and Support
   i. Team Identified Values
   ii. Coaching and Education
   iii. Team Support
   iv. Conflict Management

3. **Action Planning for Disrupted Teams**

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Building Strength in Teams

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   iv. Committees

3. **Action Planning for Disrupted Teams**

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Clinic Leadership Alignment
Activity

The Goal:

To be and be seen as a **united front** and offer consistent, positive approaches to patient and staff care.

To answer as an individual:

- How aligned am I with recent changes I am supposed to lead?
- How aligned am I with my clinic and senior leaders?

Example Questions to answer as a Team
How do we prefer to communicate with each other and in the clinic?
Are our roles as leaders clear to each other and to our staff?
Do we appear as a united front?
How will we manage performance issues?
What patterns in issues do we observe that we can plan better for?
What is our united approach for dealing with clinic conflict?
Where do we agree we need to focus for teamwork?

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Psychological Safety

Help other to manage ANXIETY at 5 levels

Psychological safety is a shared belief that the team is **safe** for interpersonal risk taking. It can be **defined as** "being able to show and employ one's self without fear of negative consequences of self-image, status or career" (Kahn 1990, p. 708).
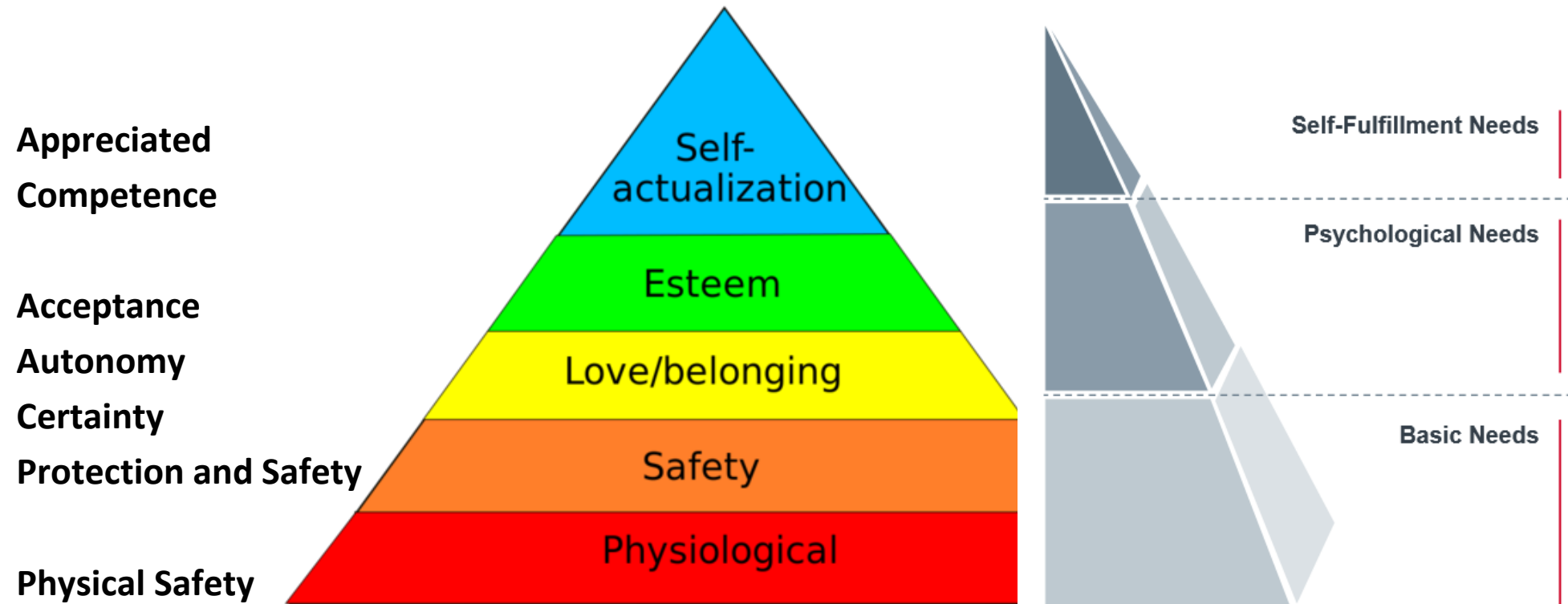
Rounding for psychological safety
Activity

For each employee, review the list of needs as your guide for evaluating your employees' needs.

- **Physical safety**
- **Protection and safety**
- **Certainty**
- **Autonomy**
- **Acceptance**
- **Competence**
- **Appreciated**

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Stress management for psychological safety

Key resilience tips for you or to share

At home

- List your needs, feelings and actions contributing to stress
- Determine what you can and can't control
- Start a gratitude journal
- Seek professional help
- Take stress reduction courses
- Focus your energy (both positive and negative) on what is important
- Use available resources (see reference)
- Learn something new, connect with someone and exercise daily

While at work

- Show appreciation to others often
- Have a gratitude journal on your desk and write down three a day
- Connect with your peers
- Build positive relations with support staff
- Collaborate with support staff on efficiency ideas
- Have a personal "regroup" plan for bad days, bad moments
- Learn skills for managing difficult patient scenarios

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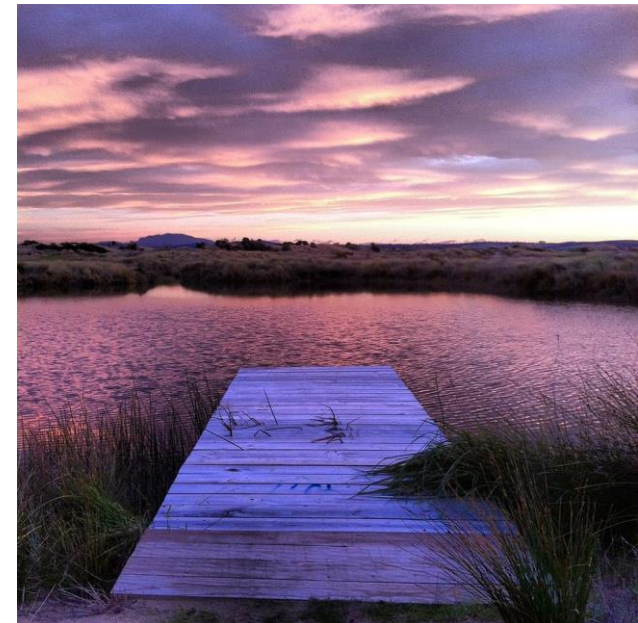
Building Psychological Safety in your Teams

"Safe" Activities/Meaningful discussions

- After presenting a change, always immediately say, "What concerns do you have?"

- Have "learning meetings" as opposed to asking about mistakes others have made in meetings that are scheduled with an agenda for others to share their learning.

In huddles:

- Ask, "Was anything confusing this week?" as opposed to pointing out what went wrong

- Ask, "What was a moment that made you smile today?" or "What was a moment that made you have a difficult feeling today?"

- Share a positive story about the day/week, "Does anyone else have one to share?" Fun questions: "What was everyone's first job?"

- Share appreciation openly when anyone brings up an idea or question, "That is a great question." or "Thank you for thinking about new ideas."

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Psychological Safety
3 *Activities*

Updates Burnout:
For each new COVID update, add a positive update from the team. Collect updates in advance related to team members, patients or any other event.

Minimize anxiety:

- Acknowledge feelings
- Show support, then focus on facts, data, a plan. (Plans promote a sense of control). Limit discussions on speculation.

Ask:

How can we make this happen?

What ideas do you have?

How can we learn more?

Consider it a new accomplishment?

Be the best at it?

Build our team around it? Have pride about it?

Safety about Mistakes:

- As a leader, share mistakes you made that week, what you learned and how you corrected it. (Models "safe" discussions about mistakes).
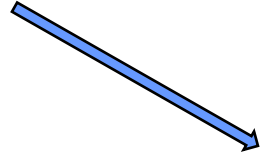
Encourage everyone to bring one "mistake" to share in the same way.

Managing Team Anxieties Resource
Activities Manual HERE

Building Psychologically Safe Teams Activities and [Resources](#)
(once at website, see: <Free Resources/Teambuilding/Building Stronger Teams>)

Numerous studies show that team members are more creative and are able to achieve higher levels of job performance when they are in healthy psychosocial work environments. A meta-analysis of 57 studies in this area confirmed that the quality of a team member's relationship with their supervisor, a sense of psychological empowerment, and a supportive culture and leadership contribute to job performance.

(Lowe, G., 2014. The Wellness Dividend: How Employers Can Improve Employee Health and Productivity. The Graham Lowe Group. http://creatinghealthyorganizations.ca/Documents/Wellness Dividend Report-April2014.pdf)

Managing Change

Change is scary to our brains. It represents lack of stability and safety.

Change causes us to go through all the stages of grief.

Brains Respond by Asking:

- **Why should I?** (I need buy-in!!)
- **Can I do this?** (I am anxious!!)
- Do I have any **control** here?

You cannot change what you refuse to confront

7 Stages of Grief
(Modified Kubler-Ross Model)

Stage	Description	
Shock*	• Initial paralysis at hearing the bad new	What is happening?
Denial	• Trying to avoid the inevitable.	This won't affect me
Anger	• Frustrated outpouring of bottled-up e	Why do I have to…
Bargaining	• Seeking in vain for a way out.	In 2 weeks we will be ok
Depression	• Final realization of the inevitable.	Will this end?
Testing*	• Seeking realistic solutions.	What do I need to do?
Acceptance	• Finally finding the way forward.	This is happening, I can manage

* This model is extended slightly from the original Kubler-Ross model, which does not explicitly include the Shock and Testing stages. These stages however are often useful to understand and to facilitate change.

Needed: Support and Perspective

Managing Change
Activity

Can Control	Can't Control
Here is what I can control:	Here is what I can't control:
Here is what I will do:	So here is what I will do:

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Moving Teams Through the Stages

The Kübler-Ross change curve
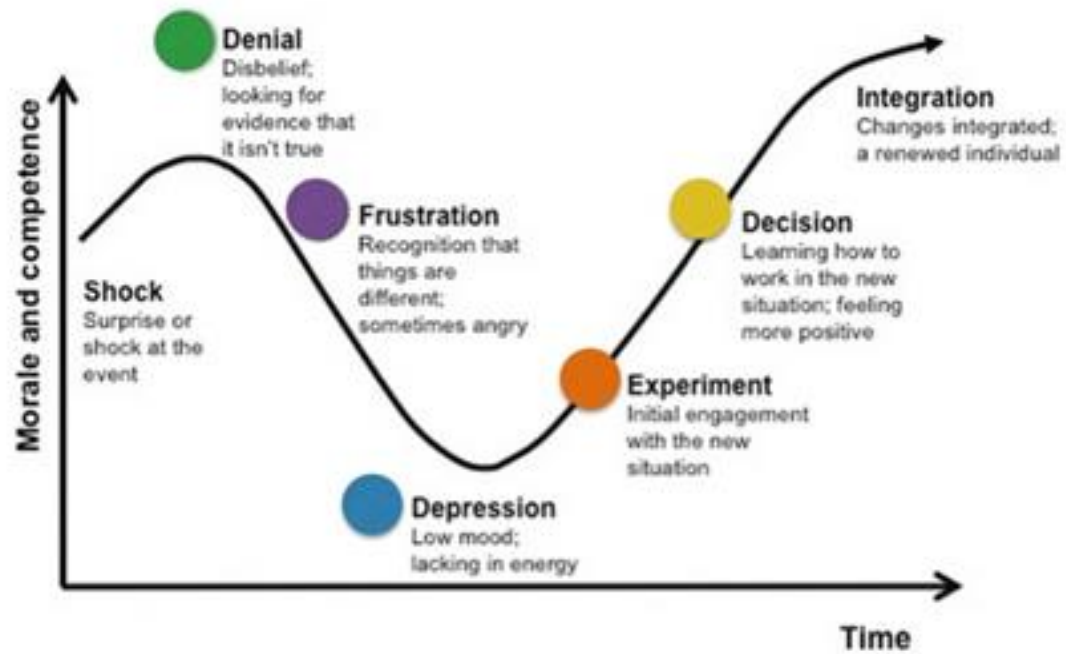
Denial is changed by aligning with reality and with others. Join people together by focusing on an established mission.

Frustration is managed by maximizing communication. Give the opportunity to discuss feelings, concerns and emotional reactions.

Depression is managed by sparking motivation. Give the opportunity to discuss feelings, concerns and emotional reactions.

Experiment by developing capabilities. Ask for ideas, show positives of changes made.

Decisions are made by sharing. Ask for ideas, show positives of changes made.

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Harvard Business Review Article

Building or Regaining Team Strength

1. **Leadership Foundations**
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   b) Building Psychological Safety
   c) Rounding
   d) Leading Change

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      ii. Team Identified Values
      iii. Team Support
      iv. Conflict Management

3. **Scenarios and Solutions**

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Bridging Communication Tool - Role Clarity

Your Profession:	Other profession_____	Other Profession_____	Other Profession_____
What they need from us			
What we need from them			
What we appreciate in them as a group			
A "Non-negotiable" that you believe is important for others to follow			

Consider using this as a meeting agenda item.
Have professions come prepared to answer:
- Here's what we do better,
- Here are some thing we need
- Here is what we appreciate
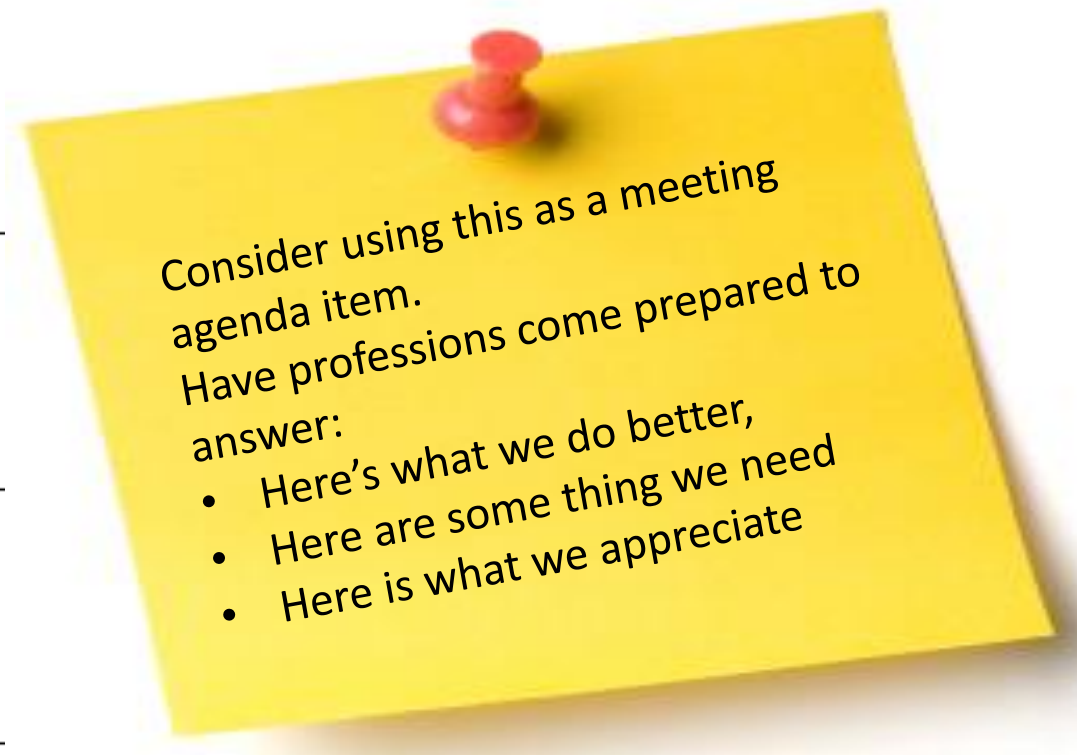
Evaluate Handoffs

The transfer of information during transitions in care across the continuum

Ask questions
Confirm understanding
Make a plan together

Yes, I heard you clearly.

Sender initiates message

CLOSED

COMMUNICATION

Sender verifies message was received

Receiver accepts message, provides feedback confirmation
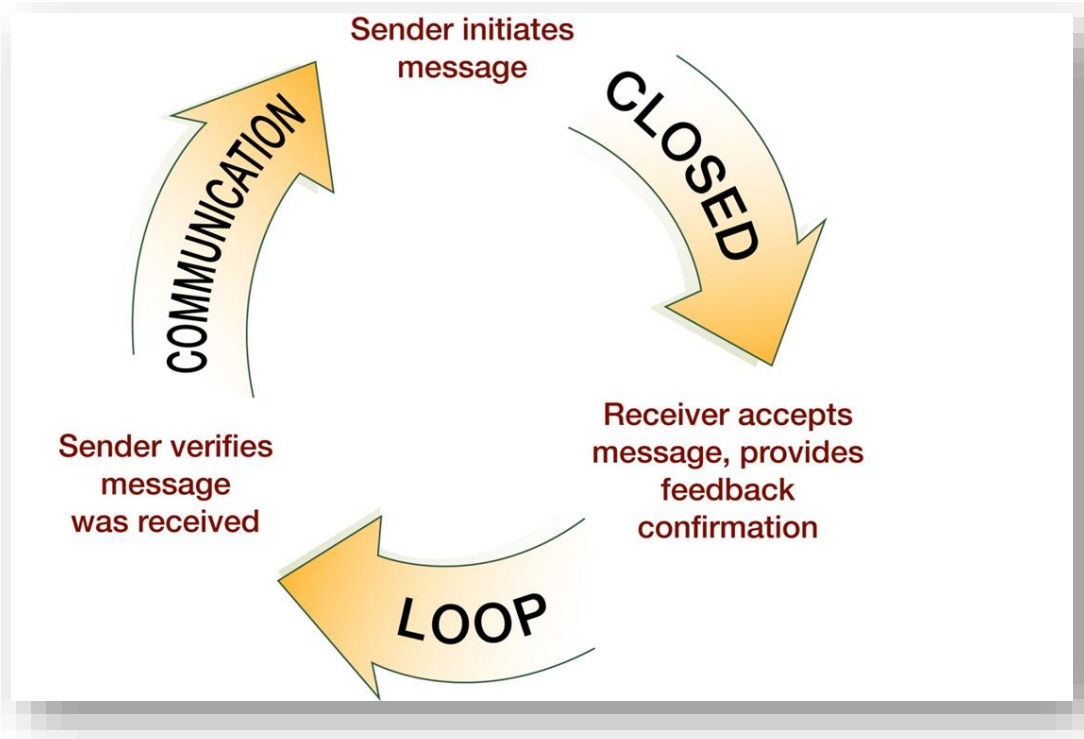
LOOP

- In what ways do providers and clinical/office staff need to close the loop with one another?
- Would cross-training increase understanding?
- Does a process or standard sequence need to be developed? (i.e. Office staff notifies RN of late arrival, RN contacts provider, RN contact office staff).
- Is a mental or documented checklist necessary?
- Do we need a checklist?

Cross "understanding"
2 Activities

Here is what is hard for us…(discussion by profession)

Show me your day…(discussion by profession)

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SBAR

A framework for team members to effectively communicate information to one another under all circumstances (even when stressed).

Situation
What is going on?

Background
What is the clinical background or content?

Assessment
What do I think the problem is?

Recommendation and Request
What would I need to do? SBAR Video (2 min 25 sec)

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CONSISTENCY

Examples:
- An office staff member now uses SBAR to take messages.
- Triage nurses used SBAR to record notes.
- Clinical staff used an SBAR checklist as part of communication with providers.
- A provider used SBAR to organize dictation of notes.

Ideas:
- Can this be used for managing conflict?
- As a way to organize your agenda?
- Dot phrases/templates for recurring patient scenarios or other events?
- Organize your thoughts before speaking?
- Organize an agenda item for presentation?

SBAR *Activity*

	What we need to know or share
Situation- *What is happening?*	
Background- *What is the background or content?*	
Assessment- **A**ssessment *What is the problem?*	
Recommendation- *What needs to be done?*	

CLARITY

Between what two professions or people would benefit by developing a template or a discussion using SBAR?

Brief to Set the Plan

Successful Briefs:

- Keep it short 3-5 minutes
- Have a timer and a standard agenda

Agenda Examples:

- The day ahead
- Unresolved from yesterday
- What would help me
- What I appreciate
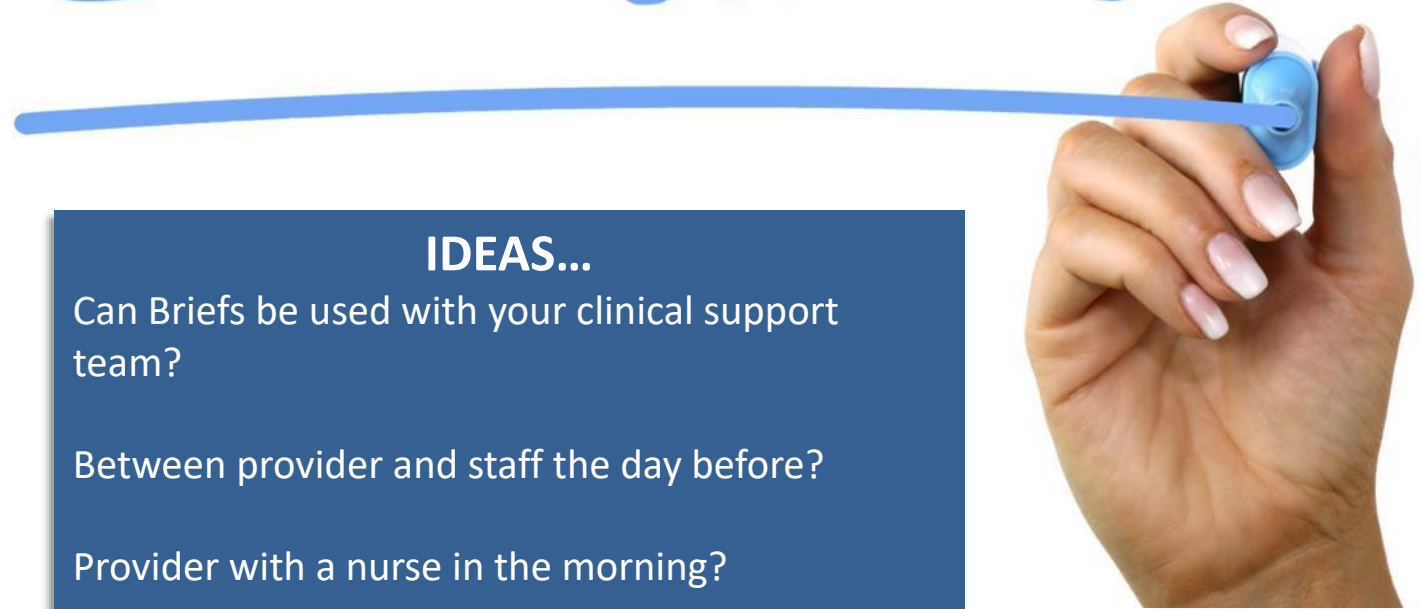
IDEAS...

Can Briefs be used with your clinical support team?

Between provider and staff the day before?

Provider with a nurse in the morning?

To notify providers of staff changes?

Just before meeting with a challenging patient?

As an electronic huddle?

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Debriefs

- Build a culture of communication and <u>learning</u>
- Team support displayed
- Prevents conflict

Discuss emotional events

What went well?

Something positive to end on

Share of appreciations this week

Any "learning moments" ("What was confusing this week?")

Issues that were resolved (so others can learn)

Good catches

Debrief Provider and Clinical Staff Example

Topic	Clinical Staff member	Provider
Needs of you		
I Can …		
Appreciation		

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Speaking up and Call-Outs
Teach them how

- It is an employee responsibility to assertively voice a concern (call-out) at least twice.
- The receiver must accept feedback and respond.
- Employee scripting example: "May I review something with you? I was concerned that…" Second time. "I have shared my concerns about… . It is important that we are in agreement with this plan of action so I need to request we clarify together."
- If the outcome is not acceptable, use chain of command.

I saw…

I wonder why…

I thought…

AHRQ

First Sentences Count
"Hi, do you have a moment?
I appreciate your time."

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Giving and Receiving Help
Put it on the table for discussion

Check-in with others before making a request.

"Is this a good moment?"

"Is this a good time for me to ask you a question?"

Approach it from a learning perspective:

"Can you help me learn about …?"

"I saw and wondered…"

"I have a question if you have time…"

Ask for help as a team member:

"Is this a good moment? I have a small task that would help me. I hope I can assist you later today."

Say no with care. "I really apologize, I can't right now but will be able to in about 15 minutes."

"I have a quick question if you have time."

Examples:

- If you need help, it is your responsibility to ask for help and not wait to be noticed.
- If you see someone in need of help, offer assistance "I have 5 minutes."
- If you cannot help and are asked, be gracious about it and include a "yes". "Yes, I can't help now but I could in a few minutes."
- Collaborate on "help": "I have an idea, if you can do this… I can do this.." (particularly between providers and clinical staff).
- If you are assigned to assist someone, work to your fullest so that you do not have to be asked.
- If you ask for help, inquire of their status respectfully, "I wondered if this was a good time for me to ask you something?"

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Building Team Strength

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3. **Action Planning for Disrupted Teams**

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Coaching Employee Behavior EQ

Emotional Intelligence

1. Help them to have accurate self-awareness
2. Encourage finding ways to self-manage their behaviors and responses
3. Guide them to understand others perspectives
4. Educate or provide them with tools for communicating with others.

Self

1. **Awareness**

2. **Management**

CALM DOWN!

Relationship

3. **Awareness**

4. **Management**

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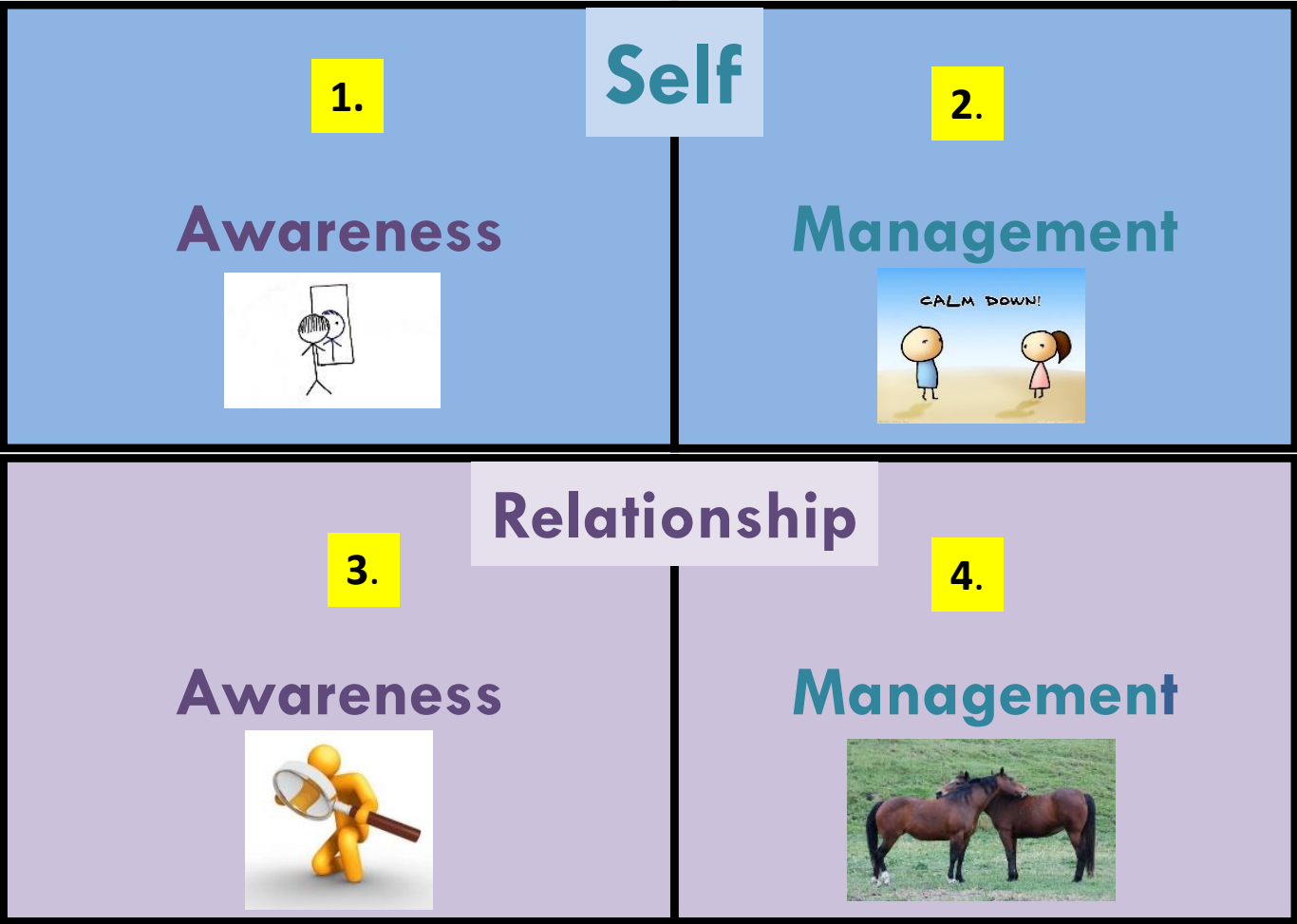
Coaching Employee Self-Awareness/Management

Passive (flight) - withhold information from the pool of meaning.

Aggression (fight) - coerce or force others toward your point of view.

Passive Aggression - withhold information but to coerce or force others toward your point of view. It ranges from playing verbal games to avoiding a person entirely.

Assertiveness - express your honest wants, ideas and feelings in direct and **appropriate ways** that benefit everyone involved.

SAFETY FIRST

FIGHT -or- FLIGHT

Swerdlow

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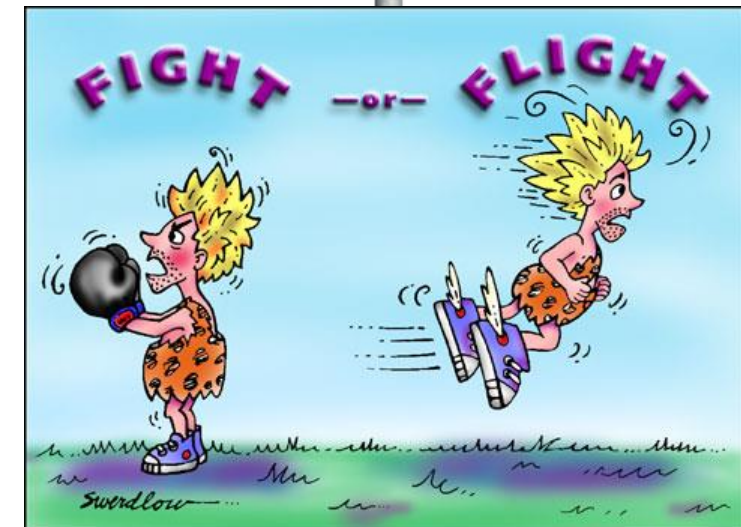
Coaching Assertiveness
Activity

What I am feeling and what I need:

A Passive response would be:

An Aggressive response would be:

The Assertive response I plan to say is...

Coaching Self Management

Encourage employees to:

- Predict and pre-plan difficult scenarios
- Create a "routine" for how you will pause before responding
- Develop scripts or personal phrases for responding. Encourage that the first sentence
- Make mission statements or personal promises ("I will not yell")
- Create "debriefing" moments to recover from stress and to gain perspective
- Practice daily stress management with routines, organized perspective, social connection, and time-outs
- Offer staff time, conversations, resources or places to recover

Encourage Personal Reflection Moments

At Huddle during "Check-In" encourage your team to share personal learning moments for:

Poor response under stress: "I was not in a good mood yesterday and never thanked Diane for her help. Thank you Diane."

Our team values: "We just decided to focus on positivity and I was really negative yesterday. I am sorry everyone."

Take assistance: "I was not helpful yesterday to anyone because I felt so overwhelmed but I probably should have shared that."

My communication: "We are supposed to communicate clearly and I really confused a lot of people yesterday. I will definitely use SBAR to communicate from now on."

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Coaching Employees with EQ questions
Activity

Self Awareness	Self-Management
How do (did) I come across?	How well do I manage my emotions and stay focused on the relationship? What can I do to ensure I manage my stress/emotions in advance of a difficult interaction?

Self

Relationship Awareness	Relationship Management
How can I improve my understanding of others' needs and reactions?	Do I keep the relationship as the primary goal over anything else? How can I better show that? What patterns can I predict and prepare for now?

Relationship

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Team Building for Self-Reflections
Activity

Team members often find they disagree with the way they are described by their co-workers. This may be because there is a discrepancy between their **internal intent** and **external behaviour**. In other words, their thoughts and actions don't match.

Instructions:

1. Have team members think back to times when they have been described in ways with which they disagree. Ask them to write down those words/descriptions on their paper.
2. Have team members copy the following sentence on their paper:
   When I come across as _____, I am actually intending to communicate _____.
3. Have team members complete the above sentence with each of the words/descriptions they had previously listed.
4. Once everyone has finished, invite discussion and reflection from the team members.
5. Instruct team members to make a plan for changing their external behaviour to better reflect their true intent. Have team members copy and complete the following sentence:
   I will be mindful of my external behaviour by specifically doing the following:
   _____.
6. Invite discussion and reflection from team members.

To wrap up, restate the purpose of this activity and encourage team members to take the time to think and reflect over how they can change their external behaviour in the future in order to match their intent.

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The Power of Team Values
Activity

1. Ask the Team: "What is important to our team?" and "What behaviors do we expect from one another?"
2. Turn those answers into statements that guide their work together.

Examples (Providers/Staff):

- We will watch our stress levels and be careful how we respond to one another.
- We will manage disagreements early and with care so that relationships stay strong.
- We will look for ways to help each other.
- We need to manage appropriately without talking about others or responding poorly.
- We will not be passive or aggressive, only assertive.

OUR VALUES!

Team Values
Sustainment Activities

- Interview (round) on employees for key themes related to Team Values
- Share key themes in a meeting and have small groups report out for clarification and choice of non-negotiables
- Post in breakrooms
- Put on the back of team meeting agendas
- Use in coaching discussions
- Have teams or individuals do a self-evaluation related to the non-negotiables
- Review with the team quarterly

The work isn't crafting values; it's living them.

LEADERSHIP FREAK

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Education as an Intervention

Find creative ways to educate your staff on:

- Conflict Management

- Emotional Intelligence

- TeamSTEPPS

- Stress management

HOW?

- ❖ Have one team member attend a class/webinar or read a book and share with team
- ❖ Have all team members attend a class/webinar or read a book and use for discussion
- ❖ Invite a trainer to attend a staff meeting to customize the programming to specific needs

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Team Appreciation
3 Activities

What is Wonderful about…	Thank You Cards	Appreciation Posters
Put people on the spot and ask the rest of the team…"What is wonderful about…"	Give each employee a handout with 3 sections titled "Thank you". Ask employees to write a Thank you to the person to their right and to two others within the week.	Place posters, one at a time for each employee in open areas. Ask all employees to write a note of appreciation on the poster for the employee to later take home.

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Fostering Team Support
What you can do

- Encourage regular check-ins with each other
- In huddles, meetings add "appreciations" to the agenda
- Foster a spirit of fortitude, patience, tolerance and hope by modeling it and outwardly celebrating behaviors that show it
- Pair employees as "stress buddies" and rotate continuously
- Thank you boxes
- Sharing of stress strategies

- Appreciation cards they send to each other
- Breakroom posters with 1 employee in focus for others to write "thank you"
- Make thank you sticky notes available
- Use Zoom meetings and team building activities via Zoom for those who are distanced
- **See our website for appreciation activities and positive, revitalized team culture activities**

More - Team Support Activities to Suggest

- Learn how to support others in ways that are personal to them. In 1-2 weeks.
- Express appreciation to others. Choose someone this week.
- Give a compliment to someone. This week choose 3-5 people.
- Offer to help someone. Anyone, within 1-2 weeks.
- Contact an old friend to check-in and see how they are. 1-2 weeks.
- Send someone an unexpected card. 2-4 weeks.
- Listen to others and respond with reality or positivity. Daily.

- Acknowledge tough situations and recognize positive changes, even if small ones. 1-2 weeks.
- Make a commitment to show appreciation or support someone in a new way each day. Daily.
- Ask for emotional help, share experiences and feelings. 1-2 weeks.
- Identify phrases and responses for challenging scenarios with team members. Review today: file:///N:/All_Staff/Training/WTW%20and%20Scripting/Covid/Caring-Communication-COVID-19.pdf

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Never believe that a few caring people can't change the world. For, indeed, that's all who ever have.
Margaret Mead

Teams Disrupted with Conflict

- Staff or provider chronically or acutely rude
- A group of employees is unfriendly and not inclusive of one or more employees
- A staff member(s) chronically complains
- A significant emotional event occurs at the clinic
- Excessive and chronic change or stress
- A relationship event happened with inappropriate behaviors evident to the whole clinic
- Long-standing toxic culture for complex reasons

Disruption

Out of chaos, clarity emerges

Team Value for Conflict Management

Prompt the development of values related to conflict.

Examples:

- We will make every effort to speak with each other directly.

- If that is not possible, we can speak with a leader. If we were not comfortable going to one another first, we will explain that if a meeting with our leader needs to take place.

- Our leader will give us perspective and encourage us to speak to one another directly.

- If that is unsuccessful, we may return to our leader who will then invite the other employee to join us.

- If we get "called in" we will remember that this was to protect us from being talked about without a voice.

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Clarify Your Role in Conflict Management

1. **You will listen, but will coach them to gain new perspective and a plan.** *This way, they have a resource but can't just "vent" with no thoughts on new perspectives or plans to resolve.*

2. **If the plan does not work, you will always involve the other employee.** *This way, no one will ever feel as though they could be "talked about."*

3. **Involvement means you will talk to the other person and you will decide what the next steps are.** *This way, you can decide whether to meet with them together or to coach them to manage on their own. Keep monitoring.*

Employee in Conflict Worksheet using EQ

Self Awareness What part do I play? How do (did) I come across? What needs did I have?	**Self-Management** How well do I manage my emotions and stay focused on the relationship? What can I do in the future to ensure I manage my stress/emotions in advance of a difficult interaction?
Self	
Relationship Awareness Where are they coming from? What real needs do they have that my not have been expressed? What needs do they have of me?	**Relationship Management** Have I kept the relationship as the primary goal over anything else? How can I better show that? What patterns can I predict and prepare for now?
Relationship	

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Crucial Conversations

Their model has essentially 7 steps:

1) Start with the heart (i.e empathy and positive intent)

2) Stay in dialogue

3) Make it safe

4) Don't get hooked by emotion (or hook them)

5) Agree a mutual purpose

6) Separate facts from story

7) Agree a clear action plan

They identify these as most common reasons for conflict

- Broken Rules
- Lack of support
- Mistakes
- Incompetence
- Disrespect
- Poor teamwork
- Role clarity and tasks

Ask:

Make it safe for others to express differing or even opposing views by inviting opposing views and sounding like you mean it.

Acknowledge and state the loss of safety:

Let them know you or inquire about how they may feel or how you think you may have come across.
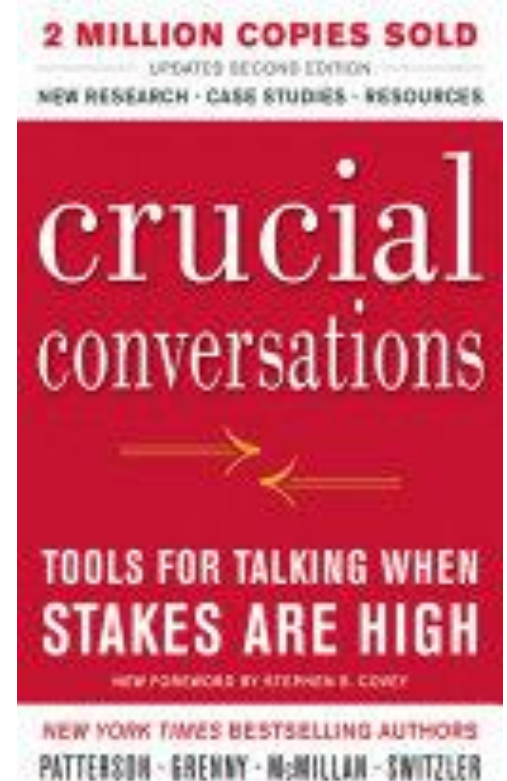
Contrasting Statement:

Explain what you don't intend; this addresses others' conclusions that you don't respect them or that you have a malicious purpose.

Paraphrase/Clarify:

Repeat, paraphrase or clarify for understanding. This allows you to make sure you fully understand someone's view. "Can I ask you a few questions again to make sure I fully understand your point of view?"

Mutual Purpose:

Make a statement about what you have in common.

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UPDATED SECOND EDITION
NEW RESEARCH · CASE STUDIES · RESOURCES

crucial conversations

TOOLS FOR TALKING WHEN STAKES ARE HIGH

NEW FOREWORD BY STEPHEN R. COVEY

NEW YORK TIMES BESTSELLING AUTHORS
PATTERSON · GRENNY · McMILLAN · SWITZLER

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Facilitating a Conflict Conversation

1. Interview those involved.

2. Ask employees to complete the worksheet in advance of the meeting.

3. Review it with them individually in advance of joint meeting. Share how you will conduct the meeting.

4. Schedule a time to meet and facilitate the conversation.

   a) Establish a goal

   b) Have each employee share the self awareness and self management sections.

   c) Each shares their perspective from the relationship awareness sections.

   d) Help to clarify perspectives. Search for tangible, tactical changes related to roles, operations.

   e) End with very specific changes and next steps. Be sure to schedule a follow-up meeting before departing.

5. Have a follow-up meeting.

6. Review progress on the agreements and next steps.

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Our Case Study

Problem	Tools
Lack of leadership on-site	Handoff and SBAR checklist, new format for Huddle – electronic, rotate leader response responsibility
Employees stress	Classes and train-the-trainer, efficiency projects and meetings
Communication issues	SBAR, Briefs and Debriefs
Conflict	Education, use of EQ templates, leadership facilitation
Role clarity	Cross-understanding, three questions for 3 professions

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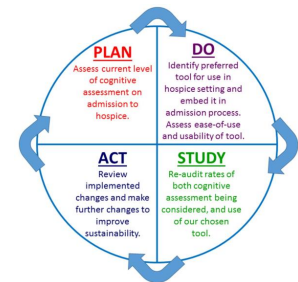
Words to live by

Creativity

Hope

Perseverance

Agility

Grace

THANK YOU
Psychological Safety and Building Strength in Teams
A Collection of Best Practices

Caring for Our Patients, Their Loved Ones, and Each Other

Sanne H. Henninger, MSW, LCSW, EdD – Patient Experience Director

AHA Team Training

Questions? Stay in Touch!

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Email: teamtraining@aha.org • Phone: (312) 422-2609

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